Part 1
Performance Management at NASA

This section summarizes NASA as an organization and its approach to performance management, strategic planning, and performance reporting. It also explains how the Agency is organized, governed, and managed, and how it uses data, evaluations, and reporting to manage performance. Two additional sections describe NASA's priorities and challenges, its reported performance for FY 2014, and its performance measures for FY 2015 and FY 2016.

A Performance-Based Organization

NASA is a performance-based organization, as defined and described by the Office of Management and Budget's Circular A-11. A performance-based organization commits to manage towards specific, measurable goals derived from a defined mission, using performance data to continually improve operations. The concept of a performance-based organization was codified in the Government Performance and Results Act (GPRA) of 1993 and updated in the GPRA Modernization Act of 2010. As a performance-based organization, NASA is dedicated to results-driven management focused on optimizing value to the American public. NASA sets concrete goals and holds itself accountable to those goals through a transparent framework of how to measure progress.

NASA Vision and Mission

NASA's Vision and Mission are defined collaboratively through internal and external stakeholder input. NASA last revised these Vision and Mission statements in the 2014 Strategic Plan.

NASA's Vision is:

> We reach for new heights and reveal the unknown for the benefit of humankind.

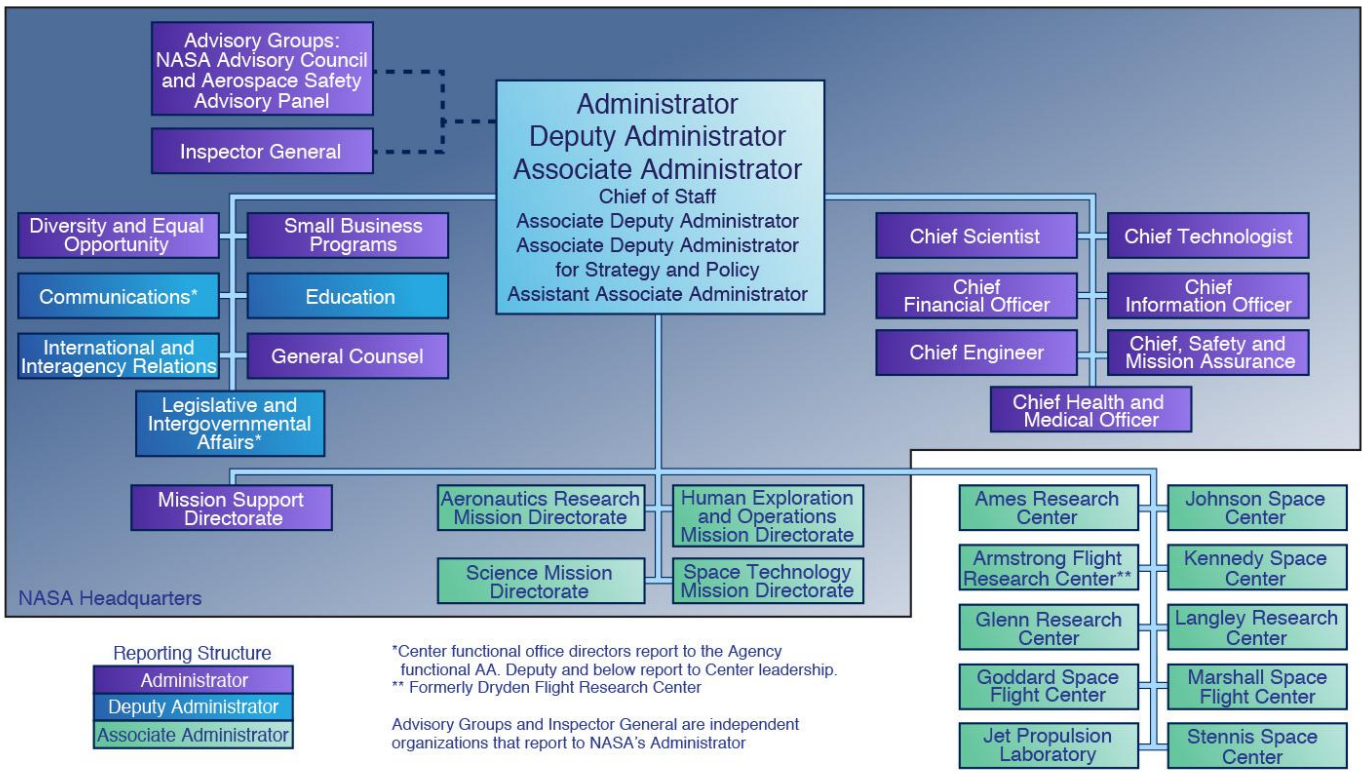
NASA's Mission is to:

> Drive advances in science, technology, aeronautics, and space exploration to enhance knowledge, education, innovation, economic vitality, and stewardship of Earth.

Organizational Structure

NASA's organizational structure is designed to accomplish its Mission through sound business, management, and safety oversight. Under the leadership of the Administrator, NASA offices at Headquarters in Washington, DC, guide and direct the Agency. The Office of the Administrator provides top-level strategy and direction for the Agency. The Administrator and his staff give programmatic direction for NASA's missions and guide the operations of the Centers. NASA's Centers and facilities execute the mission work—engineering, operations, science, technology development—and supporting activities. Figure 1 depicts NASA's organizational structure, current as of February 2015.

Figure 1: NASA's Organization



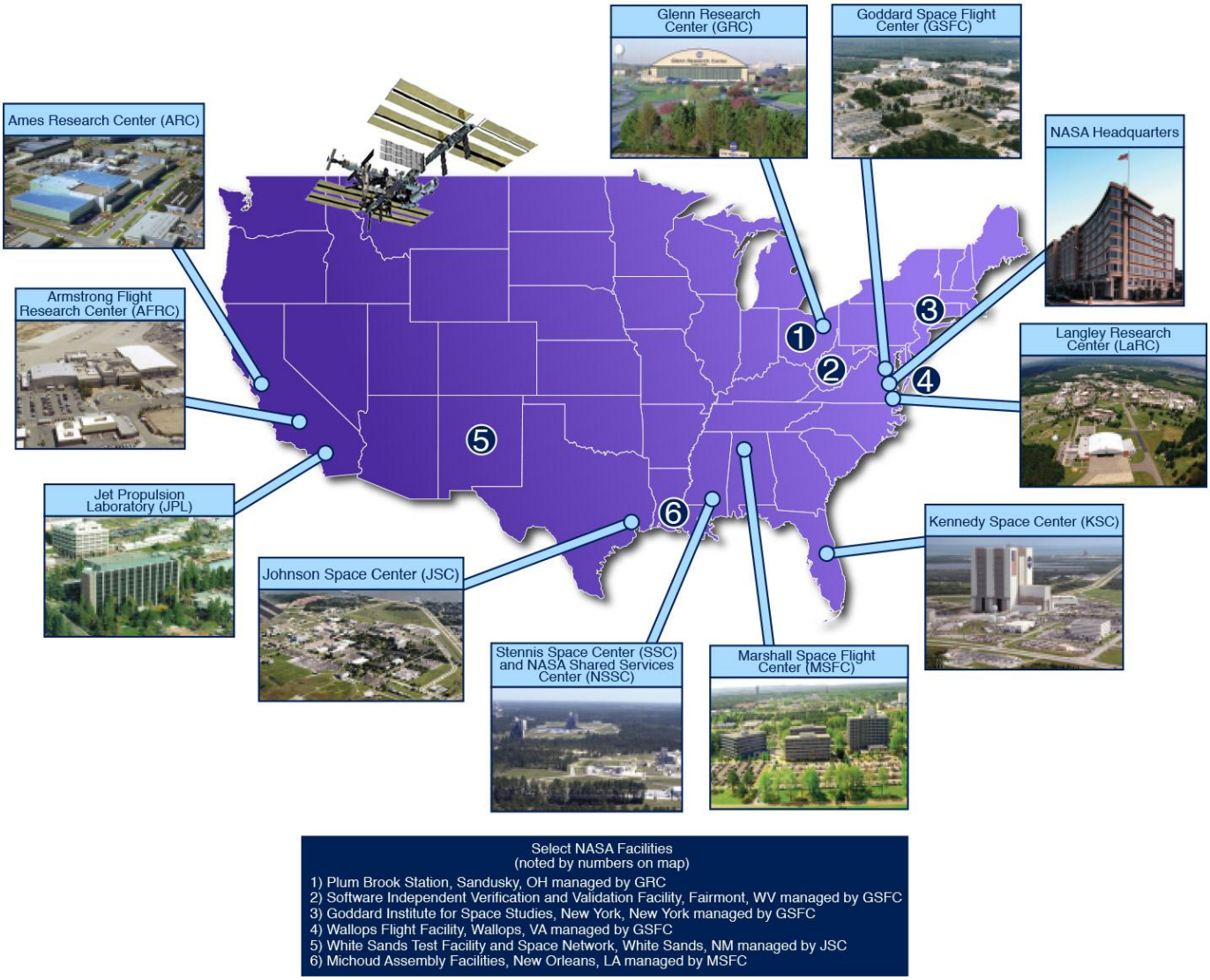
NASA Policy Directive 1000.3D, "The NASA Organization," establishes components that have unique portfolios, budget oversight, and performance management responsibilities in executing the Mission:

- The **Science Mission Directorate (SMD)** manages the Agency's science portfolio and focuses on programmatic work on Earth, planetary, astrophysics, and heliophysics research. SMD engages the U.S. science community, sponsors scientific research, and develops and deploys satellites and probes in collaboration with NASA's international partners and other agencies (through the Joint Agency Satellite Division) to answer fundamental scientific questions and expand understanding of space. Additional information on SMD is available at http://science.nasa.gov/.
- The **Aeronautics Research Mission Directorate (ARMD)** manages the Agency's aeronautics research portfolio, which enables technology innovation and development allowing the U.S. aviation industry to continue to grow and maintain global competitiveness. Research programs conduct cutting-edge research at both the fundamental and integrated systems levels to address national and global challenges. ARMD guides its research efforts using a strategic vision that embraces the multiple roles of aviation and expands the understanding of those roles to the global stage, while working to address tomorrow's challenges. Additional information on ARMD is available at http://www.aeronautics.nasa.gov/.
- The **Space Technology Mission Directorate (STMD)** manages the space technology portfolio, which also funds the crosscutting activities of the Office of the Chief Technologist. STMD pioneers new technologies and capabilities needed by the Agency and commercial sector. It develops technologies that support the broader space economy and other government missions in space and complements technology development in NASA's other mission directorates, delivering solutions to NASA's technology needs for future science and exploration missions. Additional information on STMD is available at http://www.nasa.gov/directorates/spacetech/home/index.html. Additional information on the Office of the Chief Technologist is available at http://www.nasa.gov/offices/oct/home/index.html.

- The **Human Exploration and Operations Mission Directorate (HEOMD)** manages the exploration and space operations portfolio. HEOMD manages development of the Space Launch System (SLS), the Orion spacecraft, and future exploration technologies. It works with U.S. space industry partners to develop commercial systems for providing crew and cargo transportation services to and from low Earth orbit. HEOMD also manages operations and research for the International Space Station (ISS), and communications systems and networks that enable deep space and near-Earth exploration. Additional information on HEOMD is available at http://www.nasa.gov/directorates/heo/home/index.html.
- The **Mission Support Directorate (MSD)** supports all NASA missions in a crosscutting manner. For example, MSD manages the Safety, Security, and Mission Services and Construction and Environmental Compliance and Restoration accounts, in addition to functions such as procurement and financial management, which cut across all mission directorates. These accounts fund operations at Headquarters and the Centers, as well as the institutional and programmatic construction of facilities. MSD reports progress on major national initiatives to the Administrator and other senior Agency officials, provides independent reviews and investigations, and liaises with the public and other federal agencies. MSD is based at Headquarters but has representatives at the Centers to provide coordination and control. Additional information on MSD is available at http://msd.hq.nasa.gov/.
- The **Office of Education (Education)** develops and manages a portfolio of educational programs for students and teachers at all levels. The office seeks to develop a vibrant pool of individuals for the future workforce that will provide sustainable support of national and NASA missions by attracting and retaining students in science, technology, engineering, and mathematics disciplines. To achieve these goals, Education works in partnership with other government agencies, nonprofit organizations, museums, and the education community at large. Additional information on the Office of Education is available at http://www.nasa.gov/offices/education/about/.
- The **Administrator's Staff Offices** support the Administrator's responsibilities by providing a range of high-level guidance and support in critical areas like safety and mission assurance, technology planning, equal opportunity, information technology, financial administration, small business administration, international relations, and legislative and intergovernmental affairs. Additional information on the Administrator's Staff Offices is available at http://www.nasa.gov/about/org_index.html.
- The **Office of Inspector General (OIG)** conducts audits, reviews, and investigations of NASA programs to prevent and detect fraud, waste, abuse, and mismanagement and to assist NASA management in promoting economy, efficiency, and effectiveness. Additional information on the Office of Inspector General is available at http://oig.nasa.gov/.

A dedicated workforce transforms NASA's Mission into reality. NASA employs about 17,700 civil servants at Headquarters in Washington, DC, its Centers, and other facilities across the country. NASA staffs each location with a contractor workforce for technical and business operations support. Figure 2 shows the distribution of NASA's Centers and major facilities. NASA also has many other facilities throughout the country and around the world.

Figure 2: NASA Centers and Facilities Nationwide



Governance and Strategic Management

Governance

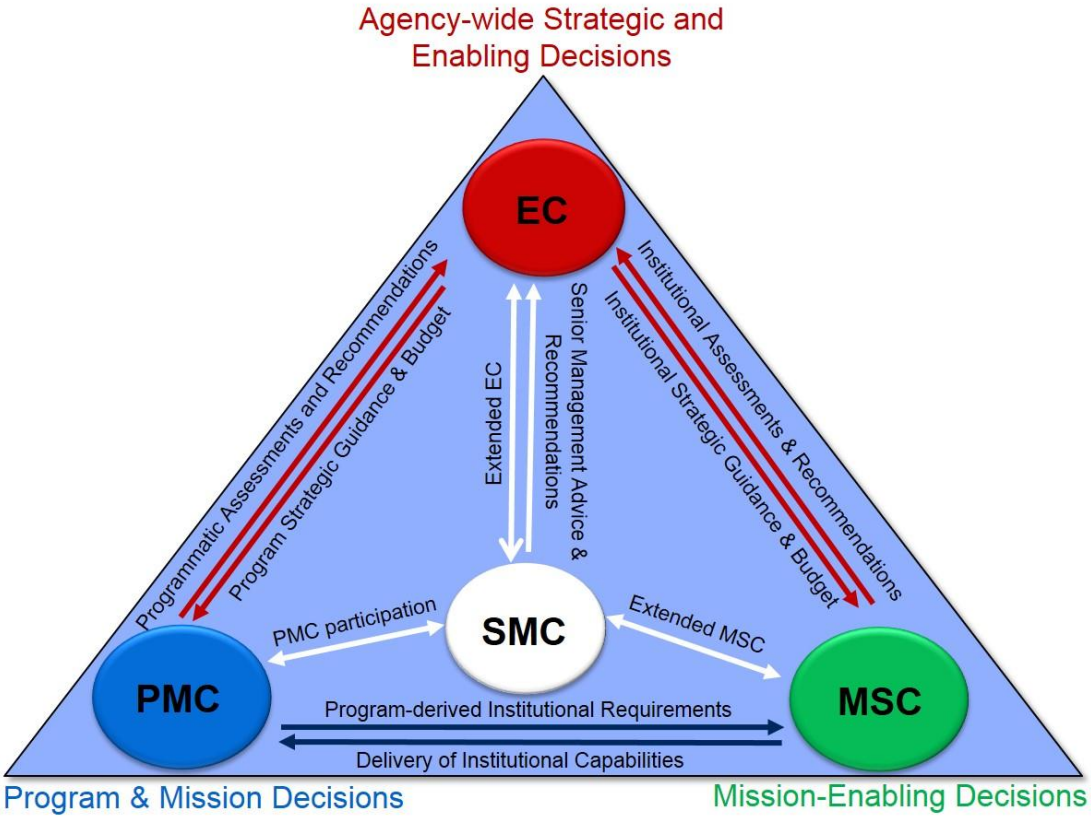
Effective Agency governance is critical to mission success and delivering on the Agency's commitment to good stewardship of taxpayer resources. Governance is the way decisions are made and the foundation on which NASA is managed and it requires consistent management and cohesive policies, guidance, and processes.

NASA governs with three Agency-level councils, each with distinct charters and responsibilities. Councils evaluate issues and support decision authorities when topics require high levels of integration, visibility, and approval. Councils are used to provide high-level oversight, set requirements and strategic priorities, and guide key assessments of the Agency. Each council has a unique focus. The three councils are the Executive Council (EC), the Program Management Council (PMC), and the Mission Support Council (MSC). The EC focuses on major Agency-wide decisions, the MSC on mission-enabling decisions, and the PMC on program and mission decisions, with

emphasis on managing performance as programs reach Key Decision Points. Regardless of organizational position, senior managers are accountable to the appropriate council chair with respect to topics addressed by that council.

NASA's governance policy ensures that leadership approaches strategic management decisions with rigor and reliable data. As shown in Figure 3, the governance councils affect all phases of the performance management cycle.

Figure 3: Functional Relationships Between NASA's Governing Councils



In addition to the governing councils, the Senior Management Council (SMC) is a body of NASA senior leadership that provides advice and counsel to the EC on key issues of the Agency, provides input on the formulation of Agency strategy, and when delegated by the EC, serves as the Agency senior decision-making body on specific topics of strategic direction and planning. Examples of long-term strategic planning processes include the Strategy Implementation Planning process, strategic acquisition, NASA Strategic Plan development, scenario planning, and portfolio analysis.

The Strategic Implementation Plan process promotes long-term strategy discussions across the Agency. This integrated Agency-level activity transforms high-level Agency strategy into guidance for implementing NASA's portfolio and budget planning. It effectively brings together the relevant NASA representatives from the mission directorates, Centers, and key Headquarters offices to discuss programmatic and pervasive issues that require long-term planning. The process includes meetings chaired by the NASA Administrator to provide an early view of potential major acquisitions. During these meetings, the Administrator provides guidance to senior leaders to ensure any new Agency and Administration initiatives are appropriate, current portfolio risk and implications to the future portfolio are understood, and strategic and operational aspects for placement of work in-house versus out-of-house are part of a high-level make or buy strategy.

NASA uses its Mission-driven organization structure to implement strategies and policies developed by the governance councils. Stemming from the mission directorates and Centers, implementation takes place primarily at the program or project level, where agreements, requirements, budgets, and schedules are managed. Managers make and implement decisions within their area of responsibility and within the context of the larger organization. Accordingly, they have authority over their approved budgets, schedules, workforce, and capital assets. Managers also work across organizational lines to achieve program and project integration and to ensure appropriate synergy and effective resource utilization.

The Administrator leads the Agency and is accountable to the President for all aspects of the Agency's Mission, including establishing and articulating the Agency's Vision, strategy, and priorities and overseeing successful implementation of supporting policies, programs, and performance assessments. The Administrator performs all necessary functions to govern NASA operations and exercises the powers vested in NASA by law.

The GPRA Modernization Act requires all agencies to designate a Chief Operating Officer (COO) and Performance Improvement Officer (PIO) for managing Agency performance. The Administrator appoints the COO and the PIO to ensure the Agency's Mission is achieved through management of activities in accordance with the GPRA Modernization Act. NASA's Associate Administrator is the current COO and the Director of the Strategic Investments Division in the Office of the Chief Financial Officer is the current PIO. NASA's PIO reports to the COO.

The three primary responsibilities of NASA's performance leaders are goal setting; assuring timely, actionable performance information is available to decision-makers at all levels of the organization; and conducting frequent data-driven reviews that guide decisions and actions to improve performance outcomes and reduce costs. NASA's COO provides organizational leadership to improve performance; helps the Agency meet its Mission and goals through performance planning, measurement, analysis, and regular assessment of programs; chairs data-driven performance reviews, including strategic reviews; and directs resources to priorities, including budget and staffing, to improve performance. The PIO supports the Administrator and COO by leading efforts to set goals; conducting quarterly, data-driven performance reviews and analysis; coordinating cross-agency collaboration and Agency leadership on performance; ensuring alignment of personnel performance; communicating performance goals; and collaborating with mission directorates, mission support offices, leadership, and the Office of Management and Budget to set meaningful goals.

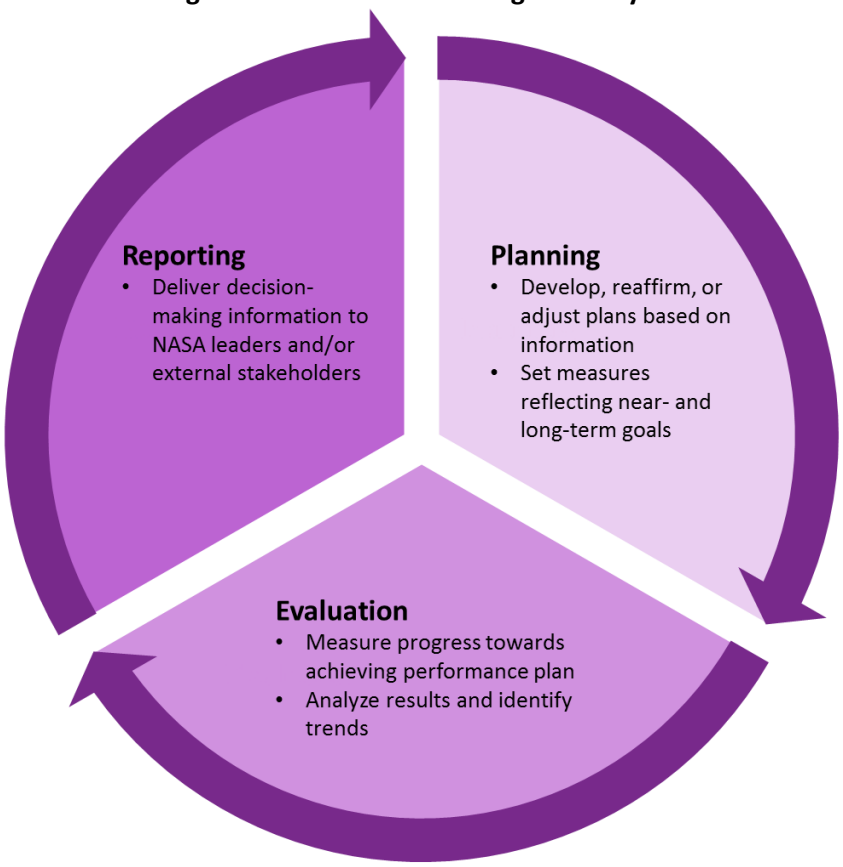
Each month, NASA conducts an internal assessment and reporting forum, the Baseline Performance Review, which tracks performance against Agency plans. The Baseline Performance Review, led by the Associate Administrator, is a bottoms-up review of how well the Agency has performed against its strategic goals and other performance metrics, such as cost, schedule, contract, and technical commitments. Annually, NASA reviews progress towards strategic objectives by assessing the impact of strategies and the implementation of key activities, including multiyear performance goals, annual performance indicators, agency priority goals, and cross-agency priority goals. NASA also identifies mission challenges, risks, and opportunities using a variety of evidence, evaluations, studies, and analysis.

NASA encourages and considers the results of external assessments, evaluations, and reports on the Agency's performance. External evaluators include the following advisory groups: the NASA Advisory Council, the National Academies, the Office of Personnel Management, the Aerospace Safety Advisory Panel, the Government Accountability Office, the National Academy of Public Administration, and independent auditors. NASA's OIG also conducts audits, reviews, and investigations of NASA programs to prevent and detect fraud, waste, abuse, and mismanagement and to assist NASA management in promoting economy, efficiency, and effectiveness. As needed, mission directorates commission additional independent reviews to evaluate programs or research in terms of relevance and quality.

Strategic Management

NASA's performance management activities follow a continuous cycle that ensures strategic management and accountability. Figure 4 depicts the relationship between the three phases of NASA's performance management cycle.

Figure 4: Performance Management Cycle



Planning Phase

During the planning phase, NASA assesses and, as necessary, adjusts its Mission objectives at both the strategic and detailed levels. NASA accounts for national priorities, law, and other stakeholder input in its strategic long- and near-term planning. Planning takes into account differing time spans and the complex interactions of guidance and requirements, independent assessments and analyses, and the specific needs of a multi-faceted organization. Strategic long-term planning analyses and initiatives are focused on timeframes of 10 years or beyond, and provide context and input to the NASA Strategic Plan and near-term planning efforts.

Evaluation Phase

In the evaluation phase, NASA holds leadership accountable for near-term performance standards and metrics, as well as progress towards long-term objectives. Program authorities hold internal reviews on a regular basis to monitor and evaluate performance. The results support internal management processes and decision-making. The COO reviews progress towards the Agency program and project plans and addresses crosscutting concerns that may affect performance. Additionally, on an annual basis, NASA's COO and PIO review progress towards the Agency's strategic objectives.

Reporting Phase

The reporting phase connects evaluation to planning efforts. NASA managers present performance information to senior leaders, such as council members, and other stakeholders. Performance results inform investment, policy, and performance decisions made in the planning phase of the next performance management cycle.

In FY 2014, NASA released its new 2014 Strategic Plan, which created new strategic goals and strategic objectives (see Figure 6). NASA sets, in its Annual Performance Plan, near-term performance goals, which are targets within the four-year span of the Strategic Plan, as well as annual performance indicators to measure and communicate progress towards achieving the Agency's Vision and Mission. These performance goals and annual performance indicators align to Agency strategic goals and strategic objectives. Together, along with the cross-agency priority goals and agency priority goals, they form NASA's strategy and performance framework (see Figure 5).

Figure 5: 2014 Strategic Plan Performance Framework

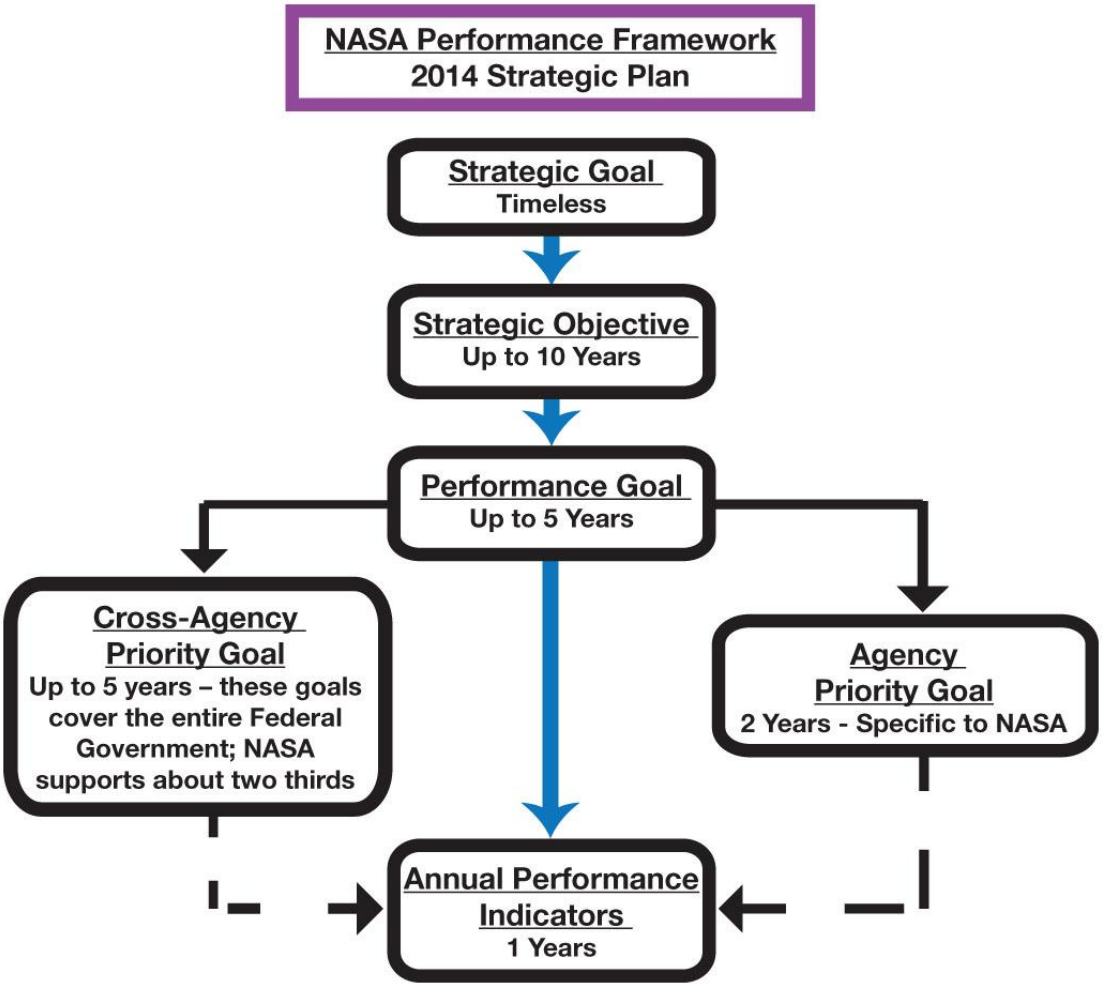


Figure 6: NASA's Strategic Goals and Strategic Objectives

STRATEGIC GOAL 1	STRATEGIC GOAL 2	STRATEGIC GOAL 3
		
Expand the frontiers of knowledge, capability, and opportunity in space	**Advance understanding of Earth and develop technologies to improve the quality of life on our home planet**	**Serve the American public and accomplish our Mission by effectively managing our people, technical capabilities, and infrastructure**
By empowering the NASA community to...	By engaging our workforce and partners to...	By working together to...
Objective 1.1: Expand human presence into the solar system and to the surface of Mars to advance exploration, science, innovation, benefits to humanity, and international collaboration. **Objective 1.2:** Conduct research on the International Space Station (ISS) to enable future space exploration, facilitate a commercial space economy, and advance the fundamental biological and physical sciences for the benefit of humanity. **Objective 1.3:** Facilitate and utilize U.S. commercial capabilities to deliver cargo and crew to space. **Objective 1.4:** Understand the Sun and its interactions with Earth and the solar system, including space weather. **Objective 1.5:** Ascertain the content, origin, and evolution of the solar system and the potential for life elsewhere. **Objective 1.6:** Discover how the universe works, explore how it began and evolved, and search for life on planets around other stars. **Objective 1.7:** Transform NASA missions and advance the Nation's capabilities by maturing crosscutting and innovative space technologies.	**Objective 2.1:** Enable a revolutionary transformation for safe and sustainable U.S. and global aviation by advancing aeronautics research. **Objective 2.2:** Advance knowledge of Earth as a system to meet the challenges of environmental change, and to improve life on our planet. **Objective 2.3:** Optimize Agency technology investments, foster open innovation, and facilitate technology infusion, ensuring the greatest national benefit. **Objective 2.4:** Advance the Nation's STEM education and workforce pipeline by working collaboratively with other agencies to engage students, teachers, and faculty in NASA's missions and unique assets.	**Objective 3.1:** Attract and advance a highly skilled, competent, and diverse workforce, cultivate an innovative work environment, and provide the facilities, tools, and services needed to conduct NASA's missions. **Objective 3.2:** Ensure the availability and continued advancement of strategic, technical, and programmatic capabilities to sustain NASA's Mission. **Objective 3.3:** Provide secure, effective, and affordable information technologies and services that enable NASA's Mission. **Objective 3.4:** Ensure effective management of NASA programs and operations to complete the mission safely and successfully.

Performance Management

NASA has a culture of data-driven performance management and continually improves its performance management system, through increasingly sophisticated design and applications and more disciplined processes, to increase accountability, transparency, and oversight. This leads to more consistent performance results across NASA's missions and makes the best use of the resources entrusted to the Agency by the American people.

Performance Planning and Assessments

NASA plans, assesses, and evaluates its performance in a continuous cycle that spans fiscal years. Every fiscal year, NASA defines its near-term and annual goals—the performance goals and annual performance indicators—in the Agency's Annual Performance Plan. NASA formulates it alongside the upcoming fiscal year budget request, organized by Mission areas and themes, with accompanying explanations of purpose, accomplishments, and planned performance. In February, NASA releases to the public the completed Annual Performance Plan and Budget Estimates for progress of the Strategic Plan in the upcoming fiscal year and beyond.

At the same time that NASA is releasing the Annual Performance Plan for the upcoming fiscal year, it is assessing performance for the current fiscal year (e.g., execution fiscal year). Once NASA organizations begin executing against the commitments in the Strategic Plan and Annual Performance Plan, Agency managers and performance analysts monitor and evaluate performance. NASA continuously measures the Agency's progress in pursuit of its strategic goals, strategic objectives, and performance measures. NASA also evaluates the efficacy of its execution fiscal year measures, as well as measures for the upcoming fiscal year. The Annual Performance Plan Update reflects any measure revisions, additions, or deletions resulting from these evaluations or due to strategic, budgetary, or programmatic changes that have occurred during budget execution.

At the end of each fiscal year, NASA publishes the Agency Financial Report, which contains a preliminary performance summary with early indicators of the execution fiscal year's performance. NASA's Annual Performance Report provides the final performance summary, addresses how well NASA met the performance goals and annual performance indicators set in the Annual Performance Plan, and highlights strides made toward long-term objectives. The Agency integrates this report with future Annual Performance Plans to provide a holistic view of NASA's performance. The Annual Performance Report is published concurrently with the next Annual Performance Plan Update, the Budget Estimates, and that budget's Annual Performance Plan.

The Agency monitors and evaluates performance toward plans and commitments using ongoing, periodic, and one-time assessments, through which managers identify issues, gauge programmatic and organizational health, and provide appropriate data and evidence to NASA decision-makers. Assessments include the following:

- Ongoing monthly and quarterly analysis and reviews of Agency activities;
- Annual program and project assessments in support of budget formulation;
- Annual reporting of performance, management issues, and financial position;
- Annual strategic reviews of each strategic objective;
- Periodic, in-depth program or special purpose assessments; and
- Recurring or special assessment reports to internal and external organizations.

Performance Assessments

During the third and fourth quarters of a fiscal year, program officials submit to NASA management a self-evaluation, which includes a rating for each performance measure and the supporting information that justifies the rating. The results of the performance assessments are presented to NASA's COO and PIO in an Executive Review, which keeps them informed of NASA's performance progress, allows them to make course corrections throughout the year to maintain alignment with the strategic goals, and informs budget discussions. The COO and PIO review and approve the performance ratings before they are published in the Agency Financial Report. The process culminates with the Annual Performance Report, comprising the ratings (including any changes made after the publication of the Agency Financial Report), rating explanations, and performance improvement plans.

Using Evidence, Evaluation, and Research to Set Strategies and Measure Progress

Given the constrained fiscal environment and the need to ensure that taxpayer resources are expended appropriately, NASA must ensure that its programs and activities are managed and operated effectively and efficiently. To that end, the Agency uses laws, executive orders, governance, and management best practices to promote a strong culture of results and accountability. This is done through a dynamic process of collecting evidence (data, research, or end product) and conducting rigorous independent evaluations of that evidence. These processes of verification and validation support strategic planning and determine the general accuracy and reliability of performance information. These processes provide a level of confidence to stakeholders that the information the Agency provides is credible.

Internal Reviews

Program and Project Technical Reviews
NASA monitors and assesses the engineering process of designing, building, and operating spacecraft and other major assets. Measures of performance for such investments focus on comparisons of actual versus planned schedule and cost, which can be assessed on a monthly basis through the use of tools such as Earned Value Management. As detailed in NASA Procedural Requirements 7120.5E, "NASA Space Flight Program and Project Management Requirements," and NASA Procedural Requirements 7120.8, "NASA Research and Technology Program and Project Management Requirements," the Agency holds formal internal independent assessments as the project progresses through a series of gatekeeping Key Decision Points. Such Key Decision Points provide managers time to review all aspects of technical progress and project performance in order to thoughtfully promote (or delay, or even terminate) work on a project. These reviews are scheduled at any time of the year, in accordance with the lifecycle schedule, depending on the formulation, development, or construction plan. NASA conducts additional technical reviews between the Key Decision Points to assess progress and continually monitors overall performance through the Baseline Program Review. Project performance is independently assessed on a monthly basis and is reported quarterly to the Baseline Program Review.

Technology Readiness Levels
NASA assesses technology development programs against incremental milestones (technology readiness levels). It regularly measures the technology readiness level advancement of an individual technology investment, with overall technology portfolio assessments occurring each year.

Operations and Mission Support Assessments
The Agency's operational or support- and service-type programs generally assess progress on meeting their specific objectives against targets for output or capacity of the activity, quantifiable estimates of improvement with aggressive targets (e.g., reducing operating costs by two percent in two years), customer satisfaction, or routine on-site assessments. These assessments are often done annually.

Data Submission and Storage
As part of end-of-fiscal year reporting, NASA's mission directorates and mission support offices submit evidence supporting all performance measure ratings and rating explanations. This information is stored within PMM.

External Reviews and Assessments

NASA Science Advisory Subcommittee Strategic Reviews
NASA's research programs often have broad objectives, such as "understand how the universe works." To measure performance of these types of investments, NASA establishes and measures performance against smaller achievable goals to help demonstrate impact and overall contribution to the knowledge on the subject. It conducts assessments on these programs yearly, and it captures lessons learned as part of a yearly strategic review process. These assessments are done in coordination with the NASA Advisory Council[2] Science Subcommittees.

NASA's ARMD recently introduced a blueprint for aeronautics research along six major thrusts. Experts in the aeronautics community will assess progress in these areas to ensure that NASA is developing and maturing the technologies and capabilities according to the blueprint. See "Aeronautics Research Strategic Vision: A Blueprint for Transforming Global Air Mobility" for more information.

Peer and Subject Community Review
NASA relies on evaluations by the external community. Papers from NASA-supported research undergo independent peer review for publication in professional journals. The Agency uses external peer review panels to objectively assess and evaluate proposals for new work in its science areas, technology development, and education. NASA often leverages internal and external evaluators to assess strategies, impact, implementation, efficiency and effectiveness, cost-to-benefit ratio, and relevance of work being performed. NASA relies on senior reviews by external scientists for advice on the most productive uses of funding for extended operations of science missions.

National Academies
A series of decadal surveys and other analyses, conducted by the National Academies, help inform decisions about SMD's investment portfolio and other aspects of NASA's research and development efforts. These external evaluations of user needs and requirements, in combination with performance assessments of ongoing activities, help ensure that NASA's research priorities and investments stay current with the needs of the research community. The Space Technology Roadmaps are a similar planning tool, reflecting the research and development and technology needs of NASA, the government, and industry.

FY 2014 Annual Performance Report and FY 2016 Annual Performance Plan

NASA's FY 2014 Annual Performance Report and FY 2016 Annual Performance Plan present a high level summary of performance, reflecting FY 2014 year-end assessments of progress towards the performance goals and annual performance indicators.

Assessment Rating Scales and Success Criteria

NASA evaluates its progress towards achieving its performance measures on a traffic light rating system (i.e., the green, yellow, and red color ratings). In collaboration with NASA management, program officials define their own parameters for the success criteria during the development of their performance measures. NASA uses these success criteria, combined with explanations of the ratings and sources provided by the program officials, to review and validate each rating. NASA bases many of the performance ratings on internal assessments. External

[2] The NASA Advisory Council (NAC) is an independent group of scientists and aerospace experts who provide external guidance to NASA. The NAC provides its guidance on Mission and Mission-support areas through five committees: Aeronautics; Human Exploration and Operations; Science; Technology, Innovation, and Engineering; and Institutional.

entities, such as science review committees and aeronautics technical evaluation bodies, validate select ratings prior to publication by NASA.

On occasion, NASA will assign a white rating to a performance measure that cannot be assessed against its success criteria. White ratings are reserved for performance measures that are cancelled or postponed, typically due to budgetary reasons. Program officials do not develop measure-specific success criteria for white ratings. Only senior management can assign white ratings.

While the success criteria are specific to each performance measure, Figure 7 provides high-level examples of the types of criteria often used to determine performance measure ratings.

Figure 7: Performance Measure Rating System

Rating	Status	Examples of Success Criteria
Green	On Track or Complete	NASA achieved or expects to achieve the intent of the performance goal (PG) or annual performance indicator (API) in the planned timeframe and the majority of activities, milestones, deliverables, or results.
Yellow	Slightly Below Target and/or Behind Schedule	NASA expects to achieve the intent of the PG or API in the planned timeframe and achieve the majority of activities, milestones, deliverables, or results; however, there is at least one likely programmatic, cost, or schedule risk.
Red	Significantly Below Target and/or Behind Schedule	NASA does not expect to achieve the PG or API within the planned timeframe or does not expect to achieve the intended results or progress.
White	Cancelled or Postponed	NASA senior management cancelled this PG or API and the Agency is no longer pursuing relevant activities during the fiscal year.

Summary of FY 2014 Performance

In FY 2014, NASA reviewed progress toward 72 two- to five-year performance goals and 120 annual performance indicators. NASA submitted the FY 2014 Annual Performance Plan with its FY 2014 Budget Estimates in April 2013. Since then, NASA updated the order, number, and content of these performance goals and annual performance indicators in light of the new Strategic Plan.

The summary of NASA's assessment of progress by strategic objective is provided in Figures 8-10. Additional information regarding the performance goals and annual performance indicators, including explanations for those rated yellow or red, is available in Part 3.

Figure 8: FY 2014 Performance Goal and Annual Performance Indicator Ratings by Strategic Goal

Strategic Goal 1

Expand the frontiers of knowledge, capability, and opportunity in space.

Objective	PGs	APIs
1.1	4	8
1.2	6	10
1.3	2	4
1.4	4	7
1.5	6	10
1.6	5	6 / 1
1.7	3	5
Total	30	51
Summary	100% Green	98% Green / 2% Yellow

Strategic Goal 2

Advance understanding of Earth and develop technologies to improve the quality of life on our home planet.

Objective	PGs	APIs
2.1	6	11 / 1
2.2	8	13 / 1
2.3	2	2
2.4	4	4
Total	20	32
Summary	100% Green	94% Green / 6% Yellow

Strategic Goal 3

Serve the American public and accomplish our Mission by effectively managing our people, technical capabilities, and infrastructure.

Objective	PGs	APIs
3.1	9	14 / 2
3.2	6 / 1	7 / 1
3.3	2 / 2	5 / 3
3.4	2	5
Total	22	37
Summary	86% Green / 9% Yellow / 5% Red	84% Green / 14% Yellow / 3% Red

- **Strategic Objective 1.1:** Expand human presence into the solar system and to the surface of Mars to advance exploration, science, innovation, benefits to humanity, and international collaboration.
- **Strategic Objective 1.2:** Conduct research on the International Space Station (ISS) to enable future space exploration, facilitate a commercial space economy, and advance the fundamental biological and physical sciences for the benefit of humanity.
- **Strategic Objective 1.3:** Facilitate and utilize U.S. commercial capabilities to deliver cargo and crew to space.
- **Strategic Objective 1.4:** Understand the Sun and its interactions with Earth and the solar system, including space weather.
- **Strategic Objective 1.5:** Ascertain the content, origin, and evolution of the solar system and the potential for life elsewhere.
- **Strategic Objective 1.6:** Discover how the universe works, explore how it began and evolved, and search for life on planets around other stars.
- **Strategic Objective 1.7:** Transform NASA missions and advance the Nation's capabilities by maturing crosscutting and innovative space technologies.
- **Strategic Objective 2.1:** Enable a revolutionary transformation for safe and sustainable U.S. and global aviation by advancing aeronautics research.
- **Strategic Objective 2.2:** Advance knowledge of Earth as a system to meet the challenges of environmental change, and to improve life on our planet.
- **Strategic Objective 2.3:** Optimize Agency technology investments, foster open innovation, and facilitate technology infusion, ensuring the greatest national benefit.
- **Strategic Objective 2.4:** Advance the Nation's STEM education and workforce pipeline by working collaboratively with other agencies to engage students, teachers, and faculty in NASA's missions and unique assets.
- **Strategic Objective 3.1:** Attract and advance a highly skilled, competent, and diverse workforce, cultivate an innovative work environment, and provide the facilities, tools, and services needed to conduct NASA's missions.
- **Strategic Objective 3.2:** Ensure the availability and continued advancement of strategic, technical, and programmatic capabilities to sustain NASA's Mission.
- **Strategic Objective 3.3:** Provide secure, effective, and affordable information technologies and services that enable NASA's Mission.
- **Strategic Objective 3.4:** Ensure effective management of NASA programs and operations to complete the mission safely and successfully.

Figure 9: FY 2014 Performance Goal and Annual Performance Indicator Ratings by Strategic Objective

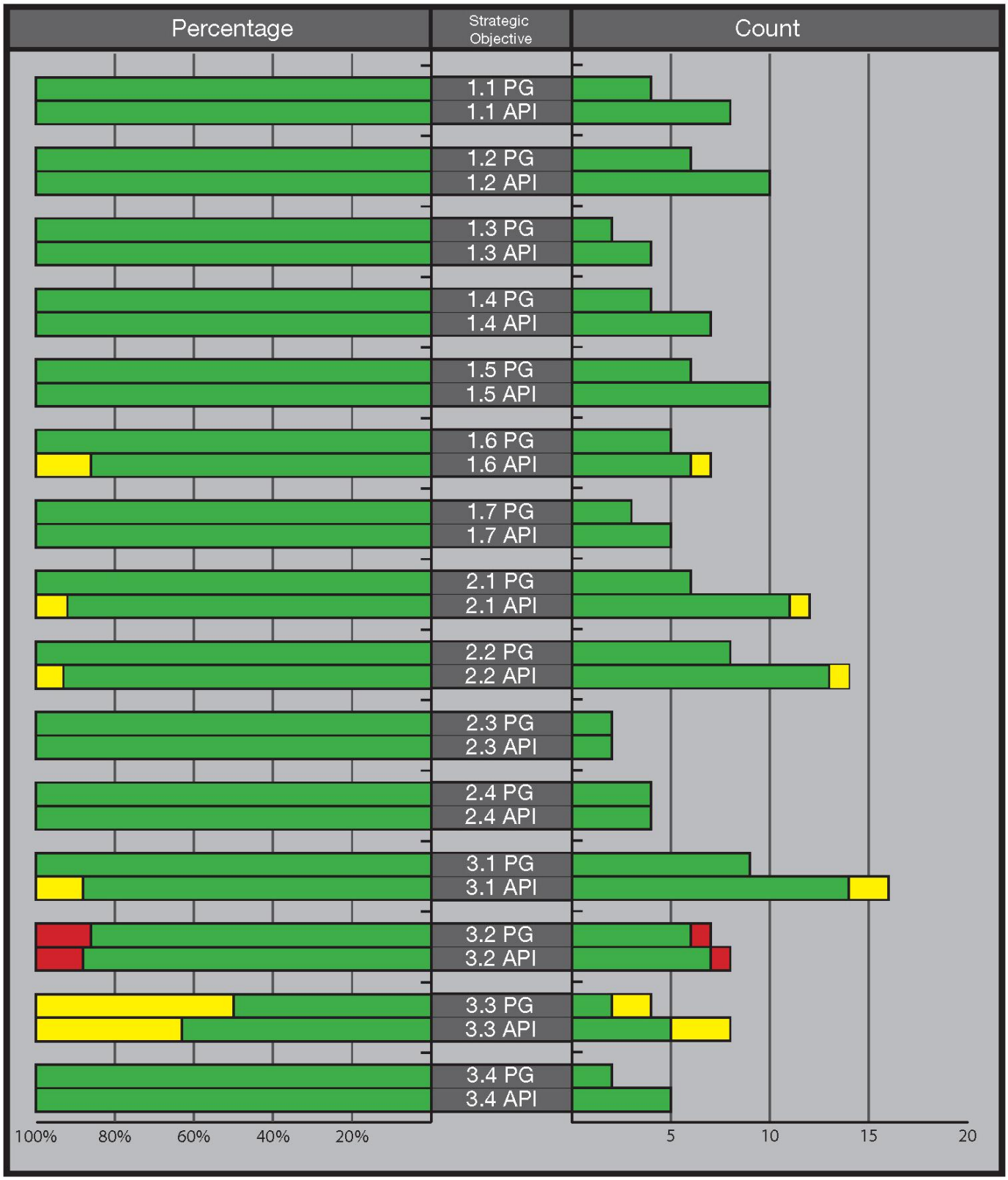


Figure 10: Performance Goal and Annual Performance Indicator Ratings Trending